

# Economic Development Consortium

## DEPARTMENT MISSION

The purpose of the Jefferson County Economic Development Consortium (JCEDC) is to foster and encourage responsible economic development activities focused on business recruitment, retention and expansion, to support job growth and retention, increase the tax base and a support a sustainable economic base for the citizens of Jefferson County. The JCEDC adopted the original 5-year Strategic Plan in February 2017; and adopted revised plan in December 2017, that is aligned with the work of the Thrive ED/Glacial Heritage Development Partnership (GHDP).

## DEPARTMENT GOALS

Desired results	Objectives - specific steps	*Link to Strategic Plan	Completion Date
Grow business, capital investment and employment opportunities	<ul style="list-style-type: none"> <li>Retain and grow existing businesses</li> </ul>	Goal 2, Tasks 2.1-2.10	
	<ul style="list-style-type: none"> <li>Attract new driver industry businesses</li> </ul>	Same as above	
	<ul style="list-style-type: none"> <li>Build business investment capacity</li> </ul>	Goal 6, Tasks 6.1-6.8	
Strengthen talent pipeline & support business employment growth needs	<ul style="list-style-type: none"> <li>Align workforce (in labor basin) with employer needs.</li> </ul>	Goal 5, Tasks 5.1-.2; 5.11-5.16, Goal 2, Tasks 2.1b, 2.3a, 2.4-2.6	
Build a brand that promotes economic development assets and QOL amenities	<ul style="list-style-type: none"> <li>Regional (Jeff &amp; Dodge) branding/marketing to promote area as a "must see" business destination</li> </ul>	Goal 5, Tasks 5.1-.2; 5.11-5.16	
	<ul style="list-style-type: none"> <li>Build infrastructure necessary to successfully brand &amp; market area (\$\$'s/capacity to develop &amp; expand: website, social media presence, attend industry specific trade shows, outreach to location decision influencers, etc.)</li> </ul>	Same as above	
	<ul style="list-style-type: none"> <li>Build professional capacity to execute strategic plan (Board(s) and staff)</li> </ul>		

## PROGRAM EVALUATION

Program/Service Description	Output Measures		
	2017	2018 (Est)	2019 (Est)
HBP: Homes Purchased	36	30	30
• Families counseled	92	75	100
• Counseling hrs. provided	475	600	700
• HB seminar hours provided	50	40	40
RLF: Loans Paid in Full	2	2	0
• Loans made to businesses	0	2	0*
ED: Business Opportunities in Pipeline	51	50	50
• Site Searches completed	28	25	25
• Industrial/Commercial Transactions	19	18	15
• Project Wins Announced	3	3	3
• Organic online impressions (social media/web, etc.)	22,785	25,000	27,000

\*0 = all indications are that we may not have access to loan funds in 2019; but this is an unknown.

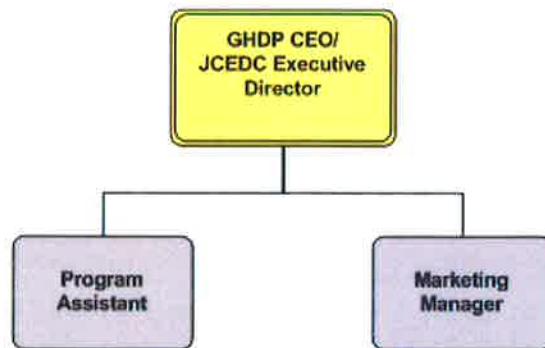
## FACTORS INFLUENCING PROGRAM/SERVICE DELIVERY AND ACCOMPLISHMENTS

Achievement of goals for the 2017 and 2018 fiscal years are as follows:

- Dollars raised to support Economic Development Activities: (5-year projections)
  - Public Sector: \$875,000 municipalities & Dodge County; \$636,945 Jefferson County = \$1,511,945
  - Private Sector: \$675,000
- Existing Businesses Visited and/or Assisted
  - 2017 - 70
  - 2018 – 50 estimated
  - 2019 – 50 estimated
- Labor related studies completed
  - 2017 – 0
  - 2018 – 1
  - 2019 – 1 anticipated
- EPA Brownfields Grant:
  - 2017 – Site assessments begun

- 2018 – Completed Phase 2 ESA field investigations and reports on 4 properties, now ready for redevelopment efforts in Jefferson county
- Close out Grant 10/18

#### **DEPARTMENT ORGANIZATIONAL CHART**



# Economic Development

## Financial Summary

	2017 Actual	2018 Estimate	2018 Amended Budget	2019 Budget	Change from 2018 Amended Budget	
					\$	%
<b>Revenues</b>						
Intergovernmental Revenues	31,803	5,000	5,000	-	(5,000)	-100.00%
Public Charges	126,319	145,650	145,000	145,000	-	0.00%
Intergovt. Charges	300,682	300,682	299,979	302,598	2,619	0.87%
Misc. Revenues	-	57,000	52,500	-	(52,500)	-100.00%
Other Financing Sources		91,962	91,962	145,964	54,002	58.72%
<b>Total Revenues</b>	<b>458,804</b>	<b>600,294</b>	<b>594,441</b>	<b>593,562</b>	<b>(54,881)</b>	<b>-9.23%</b>
<b>Expenditures</b>						
Personnel Expenses	261,079	300,260	300,260	307,590	7,330	2.44%
Purchased Services	225,854	88,826	75,500	22,250	(53,250)	-70.53%
Operating Costs	23,952	46,985	46,900	52,982	6,082	12.97%
Interdept. Charges	9,020	11,123	11,123	11,814	691	6.21%
Other Expenses	15,242	14,694	14,694	15,386	692	4.71%
Other Financing Uses	-	138,406	145,964	183,540	37,576	-
<b>Total Expenditures</b>	<b>535,147</b>	<b>600,294</b>	<b>594,441</b>	<b>593,562</b>	<b>(879)</b>	<b>-0.15%</b>
Property Taxes	-	-	-	-	-	-
Addition to (Use of) Fund Balance	(76,343)	-	-	-	-	-

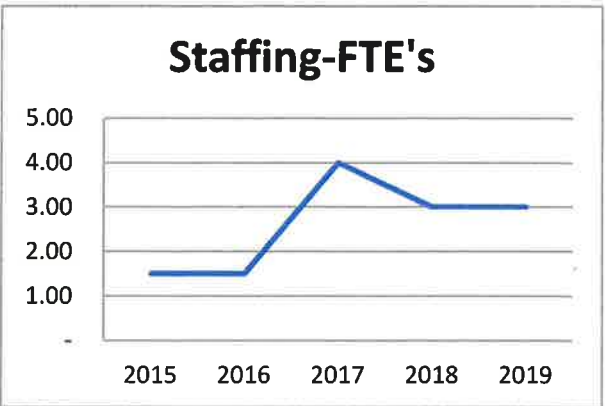
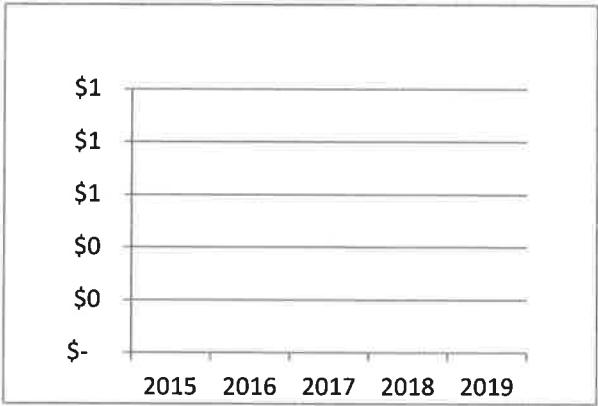
## Summary Highlights:

The County's 2019 cost share in funding the Consortium budget is based on the County's population estimate of 84,255, as provided by the Wisconsin Department of Administration. Participant funding is paid at a rate of \$1.50 per census person based on an intergovernmental agreement; which increased in 2017 from \$1.00/per.

The 2019 budget includes an annual allocation of \$28,000 in support of the Railroad Consortium. The JCEDC continues to support this at a cost of \$14,000 and the other \$14,000 is included in the County Board budget.

**Summary of Capital Items: None**

Summary of Property Tax Levy and FTEs



**Economic Development-2019 BUDGET**

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
<b>11901 -Economic Develop Consortium</b>								
<b>REVENUES</b>								
421001		State Aid	4,860	-	5,000	5,000	-	-
458007		JCEDC Service Fees	126,319	6,450	10,650	10,000	-	-
458016		JCEDC GHDP Service Fees	-	67,500	135,000	135,000	135,000	135,000
472015		Consortium Allocation-Contra	-	-	-	-	(14,506)	(14,506)
474022		Dept Econ Dev Fees	126,393	126,393	126,393	125,690	127,389	127,389
485200		Donations Restricted	-	-	2,500	2,500	-	-
699700		Resv Applied Operating	-	-	91,962	91,962	95,964	95,964
<b>REVENUES TOTAL</b>			<b>257,572</b>	<b>200,343</b>	<b>371,505</b>	<b>370,152</b>	<b>343,847</b>	<b>343,847</b>
<b>EXPENDITURES</b>								
511110		Salary-Permanent Regular	162,385	83,759	186,442	186,442	192,072	192,072
511210		Wages-Regular	21,138	17,310	44,611	44,611	24,070	24,070
511220		Wages-Overtime	403	-	-	-	-	-
511310		Wages-Sick Leave	1,131	1,412	-	-	-	-
511320		Wages-Vacation Pay	6,883	4,493	-	-	-	-
511330		Wages-Longevity Pay	85	-	163	163	89	89
511340		Wages-Holiday Pay	7,764	2,468	-	-	-	-
511350		Wages-Miscellaneous(Comp)	5,179	345	-	-	-	-
<b>SALARIES TOTAL</b>			<b>204,968</b>	<b>109,787</b>	<b>231,216</b>	<b>231,216</b>	<b>216,231</b>	<b>216,231</b>
512141		Social Security	15,385	8,216	17,525	17,525	16,542	16,542
512142		Retirement (Employer)	13,926	7,356	15,491	15,491	14,163	14,163
512144		Health Insurance	24,743	14,992	33,379	33,379	19,434	19,434
512145		Life Insurance	40	28	61	61	44	44
512150		FSA Contribution	375	375	500	500	3,000	3,000
512173		Dental Insurance	1,642	929	2,088	2,088	1,548	1,548
<b>FRINGE TOTAL</b>			<b>56,112</b>	<b>31,896</b>	<b>69,044</b>	<b>69,044</b>	<b>54,731</b>	<b>54,731</b>
<b>TOTAL SALARIES AND FRINGES</b>			<b>261,079</b>	<b>141,683</b>	<b>300,260</b>	<b>300,260</b>	<b>270,962</b>	<b>270,962</b>
521219		Other Professional Serv	198,836	3,581	60,000	60,000	20,000	20,000
521229		Recruitment Related	-	-	500	500	-	-
529305		Web Page Development	95	3,700	15,000	15,000	2,125	2,125
531301		Office Equipment	-	155	5,000	5,000	1,000	1,000
531303		Computer Equipmnt & Software	1,545	902	1,500	1,500	6,000	6,000
531311		Postage & Box Rent	108	385	385	300	300	300
531312		Office Supplies	820	644	3,000	3,000	1,400	1,400
531313		Printing & Duplicating	705	210	2,000	2,000	500	500
531314		Small Items Of Equipment	-	81	500	500	100	100
531321		Publication Of Legal Notice	159	-	-	-	-	-
531322		Subscriptions	3,411	1,842	7,000	7,000	2,201	2,201
531324		Membership Dues	1,145	420	2,500	2,500	4,000	4,000
531343		Food	207	802	2,000	2,000	2,000	2,000
531349		Other Operating Expenses	850	916	2,500	2,500	1,000	1,000
532325		Registration	2,102	1,667	3,500	3,500	3,500	3,500
532332		Mileage	5,265	1,486	3,000	3,000	3,780	3,780
532334		Commercial Travel	633	318	1,000	1,000	650	650
532335		Meals	448	218	500	500	470	470
532336		Lodging	950	717	1,500	1,500	1,500	1,500
532339		Other Travel & Tolls	233	120	400	400	270	270
532350		Training Materials	1,084	635	4,000	4,000	1,350	1,350
533225		Telephone & Fax	861	353	1,000	1,000	750	750
533236		Wireless Internet	2,141	1,014	3,500	3,500	1,875	1,875
535242		Maintain Machinery & Equip	1,286	985	1,200	1,200	5,390	5,390
536533		Equipment Rent & Lease	-	304	1,000	1,000	1,798	1,798
571004		IP Telephony Allocation	94	163	326	326	212	212
571009		MIS PC Group Allocation	7,503	3,742	7,484	7,484	6,390	6,390
571010		MIS Systems Grp Alloc(ISIS)	1,423	1,656	3,313	3,313	2,259	2,259
591519		Other Insurance	1,242	347	694	694	1,040	1,040
593413		Railroad Consortium Donation	14,000	-	14,000	14,000	14,000	14,000
594950		Operating Reserve	-	-	67,059	74,518	162,234	162,234
<b>OPERATING EXPENDITURES</b>			<b>247,145</b>	<b>27,362</b>	<b>215,362</b>	<b>222,735</b>	<b>248,094</b>	<b>248,094</b>
594955		Vested Benefits Reserve	-	-	21,346	21,346	-	-
<b>CAPITAL OUTLAY EXPENDITURES</b>			<b>-</b>	<b>-</b>	<b>21,346</b>	<b>21,346</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL</b>			<b>508,224</b>	<b>169,045</b>	<b>536,968</b>	<b>544,341</b>	<b>519,056</b>	<b>519,056</b>
<b>REVENUES</b>			<b>257,572</b>	<b>200,343</b>	<b>371,505</b>	<b>370,152</b>	<b>343,847</b>	<b>343,847</b>

**Economic Development-2019 BUDGET**

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
<b>EXPENDITURES</b>			<b>508,224</b>	<b>169,045</b>	<b>536,968</b>	<b>544,341</b>	<b>519,056</b>	<b>519,056</b>
<b>TOTAL BUSINESS UNIT-11901 -Economic Develop Consorti</b>			<b>250,652</b>	<b>(31,298)</b>	<b>165,463</b>	<b>174,189</b>	<b>175,209</b>	<b>175,209</b>
<b>11901111-ED Consortium-Cambridge</b>								
<b>REVENUES</b>								
472010		ED Consortium-Cambridge	162	162	162	162	161	161
<b>REVENUES TOTAL</b>			<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>161</b>	<b>161</b>
<b>REVENUES</b>			<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>161</b>	<b>161</b>
<b>TOTAL BUSINESS UNIT-11901111-ED Consortium-Cambri</b>			<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>161</b>	<b>161</b>
<b>11901141-ED Consortium-Johnson Creek</b>								
<b>REVENUES</b>								
472010		ED Consortium-Johnson Creek	4,400	4,400	4,400	4,400	4,458	4,458
<b>REVENUES TOTAL</b>			<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,458</b>	<b>4,458</b>
<b>REVENUES</b>			<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,458</b>	<b>4,458</b>
<b>TOTAL BUSINESS UNIT-11901141-ED Consortium-Johnso</b>			<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>	<b>4,458</b>	<b>4,458</b>
<b>11901226-ED Consortium-Fort Atkinson</b>								
<b>REVENUES</b>								
472010		ED Consortium-Fort Atkinson	18,662	18,662	18,662	18,662	18,614	18,614
<b>REVENUES TOTAL</b>			<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,614</b>	<b>18,614</b>
<b>REVENUES</b>			<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,614</b>	<b>18,614</b>
<b>TOTAL BUSINESS UNIT-11901226-ED Consortium-Fort Atk</b>			<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,662</b>	<b>18,614</b>	<b>18,614</b>
<b>11901241-ED Consortium-Jefferson</b>								
<b>REVENUES</b>								
472010		ED Consortium-Jefferson	11,978	11,978	11,978	11,978	12,165	12,165
<b>REVENUES TOTAL</b>			<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>12,165</b>	<b>12,165</b>
<b>REVENUES</b>			<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>12,165</b>	<b>12,165</b>
<b>TOTAL BUSINESS UNIT-11901241-ED Consortium-Jeffers</b>			<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>11,978</b>	<b>12,165</b>	<b>12,165</b>
<b>11901246-ED Consortium-Lake Mills</b>								
<b>REVENUES</b>								
472010		ED Consortium-Lake Mills	8,825	8,825	8,825	8,825	9,131	9,131
<b>REVENUES TOTAL</b>			<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>9,131</b>	<b>9,131</b>
<b>REVENUES</b>			<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>9,131</b>	<b>9,131</b>
<b>TOTAL BUSINESS UNIT-11901246-ED Consortium-Lake Mi</b>			<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>8,825</b>	<b>9,131</b>	<b>9,131</b>
<b>11901290-ED Consortium-Waterloo</b>								
<b>REVENUES</b>								
472010		ED Consortium-Waterloo	5,057	5,057	5,057	5,057	4,940	4,940
<b>REVENUES TOTAL</b>			<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>4,940</b>	<b>4,940</b>

**Economic Development-2019 BUDGET**

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
<b>REVENUES</b>			<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>4,940</b>	<b>4,940</b>
<b>TOTAL BUSINESS UNIT-11901290-ED Consortium-Waterlo</b>			<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>5,057</b>	<b>4,940</b>	<b>4,940</b>
<b>11901291-ED Consortium-Watertown</b>								
<b>REVENUES</b>								
472010		ED Consortium-Watertown	35,792	35,792	35,792	35,792	36,339	36,339
<b>REVENUES TOTAL</b>			<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>36,339</b>	<b>36,339</b>
<b>REVENUES</b>			<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>36,339</b>	<b>36,339</b>
<b>TOTAL BUSINESS UNIT-11901291-ED Consortium-Waterlo</b>			<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>35,792</b>	<b>36,339</b>	<b>36,339</b>
<b>11901292-ED Consortium-Whitewater</b>								
<b>REVENUES</b>								
472010		ED Consortium-Whitewater	4,413	4,413	4,413	4,413	4,401	4,401
<b>REVENUES TOTAL</b>			<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,401</b>	<b>4,401</b>
<b>REVENUES</b>			<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,401</b>	<b>4,401</b>
<b>TOTAL BUSINESS UNIT-11901292-ED Consortium-Whitew</b>			<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,413</b>	<b>4,401</b>	<b>4,401</b>
<b>11901351-ED Consortium-Dodge County</b>								
<b>REVENUES</b>								
472010		Consortium Revenue	85,000	85,000	85,000	85,000	85,000	85,000
<b>REVENUES TOTAL</b>			<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>
<b>REVENUES</b>			<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>
<b>TOTAL BUSINESS UNIT-11901351-ED Consortium-Dodge C</b>			<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>
<b>11902 -Homebuyers</b>								
<b>REVENUES</b>								
458007		JCEDC Service Fees	-	-	-	-	10,000	10,000
472010		Consortium Revenue	-	-	-	-	14,506	14,506
485200		Donations Restricted	-	50,000	54,500	50,000	-	-
699700		Resv Applied Operating	-	-	-	-	50,000	50,000
<b>REVENUES TOTAL</b>			<b>-</b>	<b>50,000</b>	<b>54,500</b>	<b>50,000</b>	<b>74,506</b>	<b>74,506</b>
<b>EXPENDITURES</b>								
511210		Wages-Regular	-	-	-	-	24,070	24,070
511330		Wages-Longevity Pay	-	-	-	-	89	89
<b>SALARIES TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,159</b>	<b>24,159</b>
512141		Social Security	-	-	-	-	1,848	1,848
512142		Retirement (Employer)	-	-	-	-	1,582	1,582
512144		Health Insurance	-	-	-	-	7,474	7,474
512145		Life Insurance	-	-	-	-	25	25
512150		FSA Contribution	-	-	-	-	1,000	1,000
512173		Dental Insurance	-	-	-	-	540	540
<b>FRINGE TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,469</b>	<b>12,469</b>
<b>TOTAL SALARIES AND FRINGES</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,628</b>	<b>36,628</b>
529305		Web Page Development	-	-	-	-	125	125
531312		Office Supplies	-	-	-	-	600	600
531322		Subscriptions	-	-	-	-	799	799
531324		Membership Dues	-	-	-	-	200	200
532325		Registration	-	-	-	-	1,500	1,500



**Economic Development-2019 BUDGET**

Account Number	Project	Description	2017 Actual	2018 6-Month Actual	2018 Estimated	2018 Amended	2019 Admin	2019 Adopted
532332		Mileage	-	-	-	-	420	420
532334		Commercial Travel	-	-	-	-	650	650
532335		Meals	-	-	-	-	294	294
532336		Lodging	-	-	-	-	1,450	1,450
532339		Other Travel & Tolls	-	-	-	-	130	130
532350		Training Materials	-	-	-	-	3,150	3,150
533225		Telephone & Fax	-	-	-	-	250	250
533236		Wireless Internet	-	-	-	-	625	625
535242		Maintain Machinery & Equip	-	-	-	-	2,310	2,310
536533		Equipment Rent & Lease	-	-	-	-	770	770
571004		IP Telephony Allocation	-	-	-	-	70	70
571009		MIS PC Group Allocation	-	-	-	-	2,130	2,130
571010		MIS Systems Grp Alloc(ISIS)	-	-	-	-	753	753
591519		Other Insurance	-	-	-	-	346	346
594950		Operating Reserve	-	-	50,000	50,000	21,306	21,306
		OPERATING EXPENDITURES	-	-	50,000	50,000	37,878	37,878
		<b>EXPENDITURES TOTAL</b>	-	-	<b>50,000</b>	<b>50,000</b>	<b>74,506</b>	<b>74,506</b>
		<b>REVENUES</b>	-	50,000	54,500	50,000	74,506	74,506
		<b>EXPENDITURES</b>	-	-	50,000	50,000	74,506	74,506
<b>TOTAL BUSINESS UNIT-11902 -Homebuyers</b>			-	(50,000)	(4,500)	-	-	-
<b>11905 -Brownsfield</b>								
<b>REVENUES</b>								
421001	State Aid		26,943	-	13,326	-	-	-
<b>REVENUES TOTAL</b>			<b>26,943</b>	-	<b>13,326</b>	-	-	-
<b>EXPENDITURES</b>								
521219	Other Professional Serv		26,923	2,288	13,326	-	-	-
	OPERATING EXPENDITURES		26,923	2,288	13,326	-	-	-
<b>EXPENDITURES TOTAL</b>			<b>26,923</b>	<b>2,288</b>	<b>13,326</b>	-	-	-
<b>REVENUES</b>			<b>26,943</b>	-	<b>13,326</b>	-	-	-
<b>EXPENDITURES</b>			<b>26,923</b>	<b>2,288</b>	<b>13,326</b>	-	-	-
<b>TOTAL BUSINESS UNIT-11905 -Brownsfield</b>			<b>(20)</b>	<b>2,288</b>	-	-	-	-
<b>REVENUES</b>			<b>458,804</b>	<b>424,632</b>	<b>613,621</b>	<b>594,441</b>	<b>593,562</b>	<b>593,562</b>
<b>EXPENDITURES</b>			<b>535,147</b>	<b>171,333</b>	<b>600,294</b>	<b>594,341</b>	<b>593,562</b>	<b>593,562</b>
<b>TOTAL Economic Development DEPARTMENT</b>			<b>76,343</b>	<b>(253,299)</b>	<b>(13,326)</b>	<b>(100)</b>	-	-